

Rochester Hills Auburn Road Corridor Plan Appendix


Public Participation Summary of Results

In addition to the resident and business surveys conducted as part of the Market Analysis, 2 sets of open houses were conducted. May 2016 was the visioning open house and Fall 2016 was the draft plan open houses, which included the opportunity to provide feedback through an online survey for those that couldn't attend.

Open House 1 (May) Results

Design

- Public Realm
 - Right-of-Way
 - Streetscape Improvements
 - Public Spaces
- Private Realm
 - Building Design
 - Site Design
 - Regulated through zoning

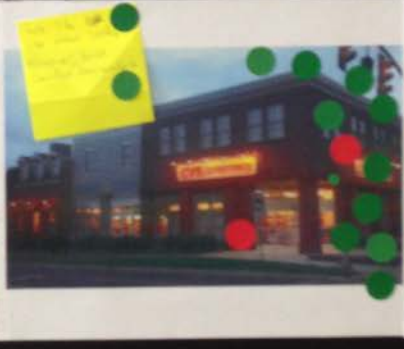


Private Realm Public Realm Private Realm

What improvements would you like to see in the district?

● like
● don't like

Building Design

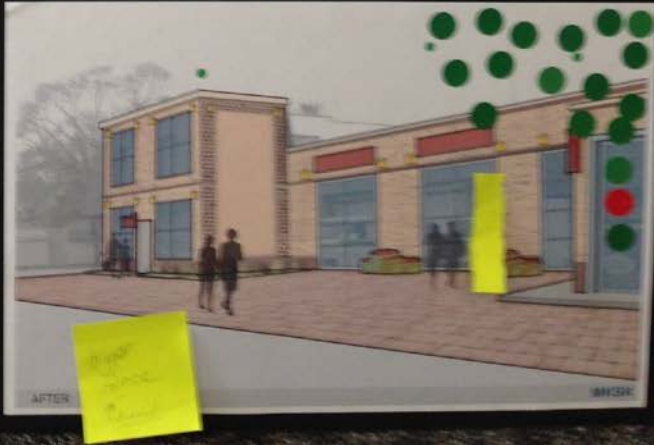
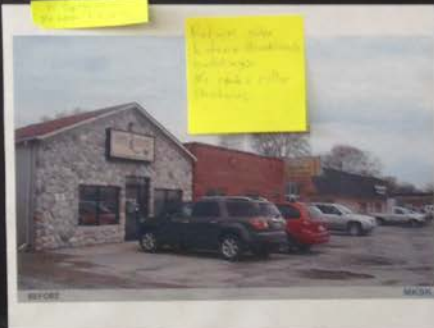


Open House 1 (May) Results

Façade Improvements

- Preliminary concepts for existing buildings' "facelifts"

Handwritten note on yellow sticky paper: "Add lighting"



Open House 1 (May) Results

Right of Way:

How important are the following in the redesign of Auburn Rd from Culberston to Dequindre?

Options:

5

4

3

2

1

Most Important

Not Important

	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>
Wide sidewalks	2	1	3	1	0
Tree Lawn	1	0	5	0	0
bike lanes	1	2	0	1	3
gathering space	2	1	2	2	0
on street parking	0	1	2	1	2

- 3x
- Don't lower the speed limit on Auburn Rd. Traffic is bad enough
 - Lower the speed limit.
 - More green space by roads
 - Needs a new look; facelift
 - add traffic calming
 - pave alleys
 - Keep one lane roads
 - Pedestrian bumpouts and pedestrian crossings
 - slip road may be difficult to see business fronts if spaces are full
 - favor traffic over parking-Auburn backs up in the AM/PM school hours
 - I like many of the proposals. However, the infrastructure must be able to support all the additional traffic new businesses would cause. Traffic lights/turn lanes at John R may be helpful

Open House 1 (May) Results

Right-of-Way Amenities and Solutions

- Many businesses rely on pass-by traffic with convenient parking
- Traffic needs to be slowed down to allow for safe maneuvering to parking and businesses
- Parking needs better delineation and organization to maximize number of spaces available
- Clear separation of uses (parking, driving aisles, sidewalks) to aid in safety and lower crash potential
- Opportunity to add landscaping and gathering areas to create a cohesive district
- Plan to activate alley right-of-way to aid in traffic circulation

- like
- don't like

Handwritten notes on a yellow sticky note, partially obscured.

▪ Angled parking



▪ Parallel parking



Open House 1 (May) Results

Streetscape

- Outdoor Seating
- Lighting
- Pavement Treatment
- Landscaping

● like
● don't like

The grid contains 12 photographs of streetscape designs. The photos show various urban environments with sidewalks, trees, buildings, and outdoor seating. The feedback is as follows:

- Photo 1 (top left): Red circle (don't like), Green circle (like).
- Photo 2 (top middle): Multiple Green circles (like).
- Photo 3 (top right): Multiple Green circles (like).
- Photo 4 (middle left): Red circle (don't like), Green circle (like).
- Photo 5 (middle middle): Multiple Red circles (don't like), Green circle (like).
- Photo 6 (middle right): Multiple Red circles (don't like).
- Photo 7 (bottom left): Red circle (don't like), Green circle (like).
- Photo 8 (bottom middle): Multiple Red circles (don't like), Green circle (like).
- Photo 9 (bottom right): Multiple Red circles (don't like), Green circle (like).
- Photo 10 (bottom left): Yellow flag, Green circle (like).
- Photo 11 (bottom middle): Red circle (don't like), Green circle (like).
- Photo 12 (bottom right): Yellow flag, Red circle (don't like), Green circle (like).

Auburn Road Corridor Plan

Friday, November 04, 2016
Open Houses 2 & 3 plus online survey results

158

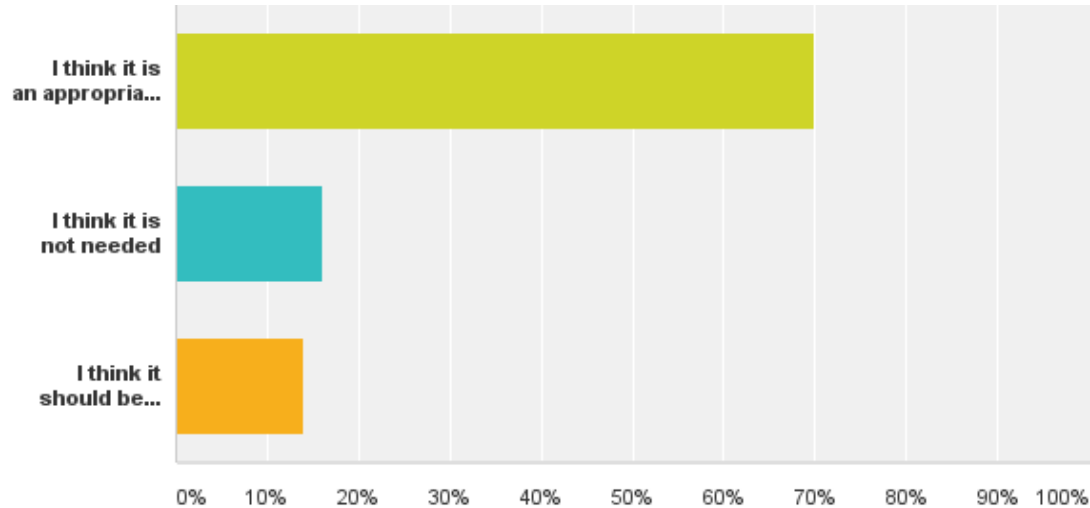
Total Responses

Date Created: Tuesday, October 11, 2016

Complete Responses: 158

Q3: What are your thoughts on converting specific sites to district parking to ease the residential frustrations with parking and traffic spilling into the neighborhood? (select one)

Answered: 150 Skipped: 8



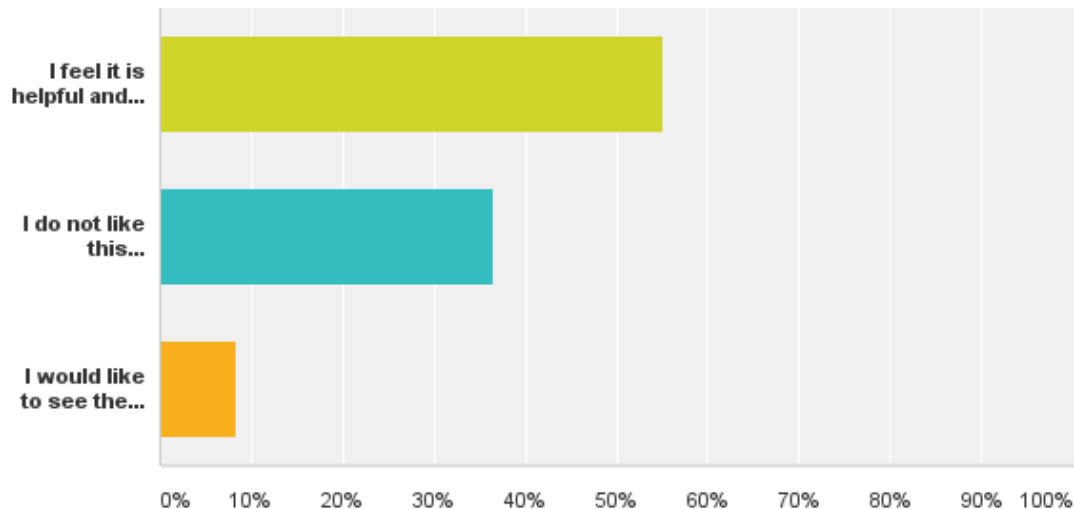
Q3: What are your thoughts on converting specific sites to district parking to ease the residential frustrations with parking and traffic spilling into the neighborhood? (select one)

Answered: 150 Skipped: 8

Answer Choices	Responses	
I think it is an appropriate solution as long as it is heavily buffered	70.00%	105
I think it is not needed	16.00%	24
I think it should be located somewhere else along the corridor , such as:	14.00%	21
Total		150

Q4: What are your thoughts on closing off select streets' access to Auburn Road to provide more public space, better pedestrian crossings, reducing turns on Auburn Road, more parking, and to maintain residential neighborhood separation? (select one)

Answered: 156 Skipped: 2



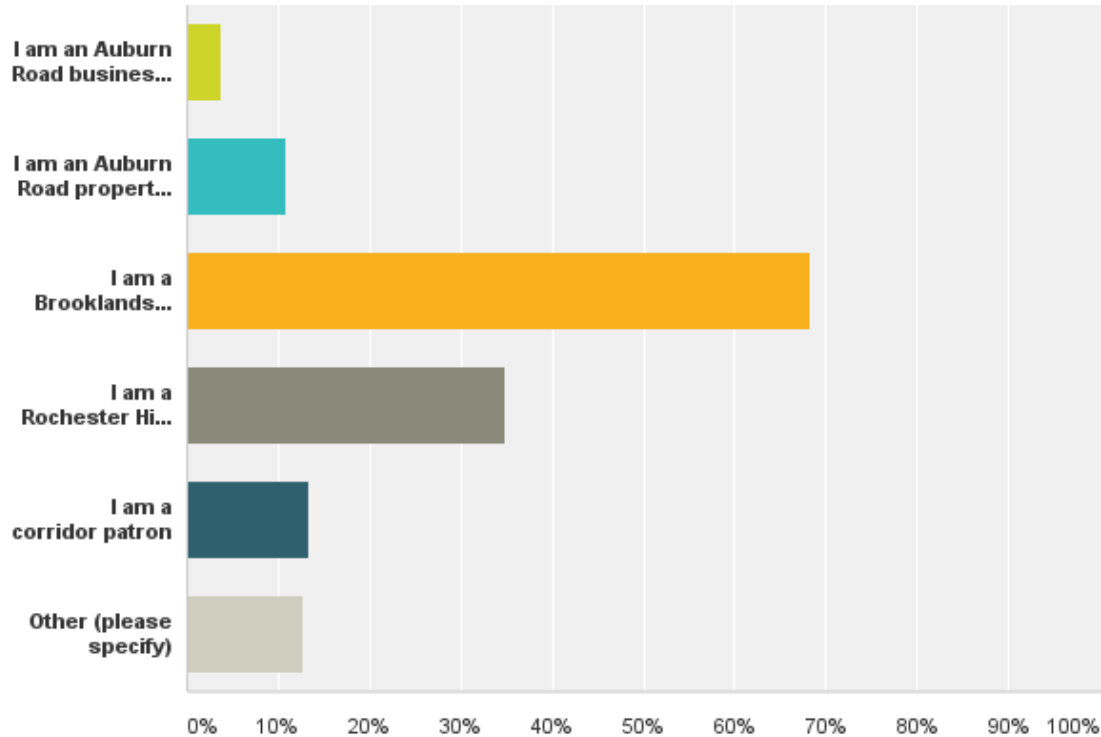
Q4: What are your thoughts on closing off select streets' access to Auburn Road to provide more public space, better pedestrian crossings, reducing turns on Auburn Road, more parking, and to maintain residential neighborhood separation? (select one)

Answered: 156 Skipped: 2

Answer Choices	Responses	
I feel it is helpful and necessary	55.13%	86
I do not like this recommendation	36.54%	57
I would like to see the following street(s) closed instead:	8.33%	13
Total		156

Q5: What is your relationship to the corridor? (select all that apply)

Answered: 158 Skipped: 0



Q5: What is your relationship to the corridor? (select all that apply)

Answered: 158 Skipped: 0

Answer Choices	Responses
I am an Auburn Road business owner	3.80% 6
I am an Auburn Road property owner	10.76% 17
I am a Brooklands resident	68.35% 108
I am a Rochester Hills resident	34.81% 55
I am a corridor patron	13.29% 21
Other (please specify)	12.66% 20
Total Respondents: 158	

Other comments or suggestions: - Open-Ended Response (Open Houses 2 & 3 plus online survey)

Overall Comments

- Streamlining the dumpsters for easy pickup in summer and winter also enclosing them for appearance. Left turn lane at Culbertson and Auburn (Southside) for Reuther Middle School.
- As much as I like the idea of more parking, I am concerned with how much construction will impact my business and may cause closing of the business. I am not a huge fan of large corporations in small areas like this, but it may generate more for us. I have mixed feelings, but am curious to see the results.
- Build on unused property. No need to block roads off. Everything is in a mile away if you need to. Make crosswalk from Public House to big open lot across the street.
- I would like to see more outdoor cafes, places for children, etc.
- Thank You
- What does the "District Image" look like?
- I agree we need to clean up the area. We need better sidewalks and actual curbs. Update business that are there now and add some parking lots. I don't think we need a lot of additional new business, I don't see a lot of businesses coming to the area. Disagree with adding potential townhouses
- I am all for better sidewalks and curbs. Clean the area up appeal, but don't need a lot of extra business
- I'm glad that there may be a chance that this will no longer be the ugliest area of Rochester Hills
- I am happy someone is wanting to improve this area and make it more appealing. Thank you!
- This section of Auburn has needed a redesign for quite awhile. Compared to the rest of Rochester Hills, this area is a dump.
- I think parking is a huge concern. Also parking needs to be configured in such a fashion that it does not impede traffic. I also question what kind of retail stores / restaurants / bars are being targeted to build in the study area? Also what is the plan for some existing businesses that may or may not belong in this type of area?
- looks great, really like how you make us engaged as well, keep this up. I want to help change this area to better the city.
- Lets get this redevelopment complete, it needs to get done!!!
- Brain freeze needs a barricade or guard rail. Currently, people line up north/south toward traffic. Someone is going to get hit. As a matter of fact, I woke up in the middle of the night the other night & had a nightmare that I drove down auburn & saw yellow tape in front of Brain Freeze because a kid got hit by a car. The pedestrians should line up east/west direction along the sidewalk, and the sidewalk should have a pedestrian barricade for protection. I don't want that dream I had to be a premonition of some kid getting hurt because the line-up goes straight to the road.

- I would like to see street lamps for our neighborhood. It would be nice to see maybe a small grocery store. Also maybe a park for children. I grew up on Frankson and currently own a home on Harrison. I'm excited to see improvements to our subdivision.
- Give the buildings a facelift and put in sidewalks. The only business that needs more parking is Johnny Black's. They make enough money to buy more land the neighborhood didn't have spill over problems before they came.
- It's a waste of tax payer money put it to better use, improve the lighting on these streets make them safer! The 8 blocks on Auburn will never get the foot traffic this pipe dream promotes. It's not downtown Rochester or Royal Oak.
- This is a great idea. Honestly anything is an improvement. Other ideas could include no interest loans to residents for exterior home improvements, landscaping, siding, roofs etc. City can enforce current codes in the neighborhood including elimination of fero cats. This is a huge problem. In force current safety codes on retail buildings, Bozanas is a death trap waiting to happen. Additional police enforcement by providing Brookland with its own mini station in the renovated fire hall. They city could provide tax breaks to new business like they do with big manufacturers. Develop Brookland sub square, this area can be used by residents or Saturday markets, festivals and local business marketing. I could go on and on.
- Please don't do this. This is a terrible part of town and making it like the main street corridor in Downtown Rochester is not something I would like to see.
- It's a great plan to improve the area and make it fit in to the overall future of Rochester Hills- I am very excited about the future improvements in this area
- Just leave things alone. This is yet another wast of money
- Add a splash pad to one of the public plazas (something rochester hills lacks that people travel to places like partridge creek for)
- The only person I see gaining anything from this is the owner of Public House. This is no way benefits the neighborhood or residents that live here.
- This area NEEDS improvement. Go for it! Add mass transit preparations.
- Just STOP. You are ramming more and more into our area. They traffic is ridiculous. What happen to city of trees? Just stop!
- Thank you so much for considering my feedback!!
- This shouldn't even be a thing, it is unnecessary to put a sitting area in this neighborhood, or on these streets considering there is a park at the back of the neighborhood.
- I would love this so much!
- Get real feed back from the area residents before forcing your whim from the Ivory tower on high
- Thanks for your work!
- who is paying for this
- This will be the same as auburn road in Auburn Hills a flop full of empty buildings and what is there does not suit the community. The Johnny blacks site has always had parking issues no matter what bar was there. To recommend giving them parking to resolve the issue that the city should have never allow to be created in the first place is disgusting and nothing more than trying to hide failure in "progress".

- Many of the businesses in the Brooklands area have very unsightly building fronts, they are unkempt, not landscaped and some are in terrible disrepair. These businesses need to be cleaned up. I think it would be beneficial if you could somehow get Shelby Township on board to fix up the Hollywood Market shopping area, especially the long standing vacant building right on the southeast corner of Auburn and Dequindre.
- This seems like a huge waste of time and resources. The traffic that currently uses that road is mostly through traffic. Until there are businesses there to draw people to stop, there is no need for this wasteful spending.
- Bike path to safely bike to Yates cider mill. Why was a second path put on John R but no safe way to ride in the Avon dequindre area? Also zoning for businesses should be more upscale some of the businesses look shady.
- It seems Pulte has the Rochester/Oakland Twsp area in it's pocket and the quality of their townhomes has gone down. Is there any other companies building in the area?
- I think lighting will be very important in this project due to the fact that the neighborhoods surrounding that area do not have street lights.
- Giving the area a little face lift would be good. Not sure all of the proposed changes are needed. Not sure too many businesses will make it with so many stores and restaurants so close by not sure how many more the area needs
- It's very nice you seek community input to this level. Thank you.
- I absolutely support this. We love Chadd's & Johnny Blacks and agree that parking looks terrible and feels junky. I think attention to this area will bring new interest to the area and influence other great storefronts and eateries to join in!
- ENGAGE Brooklands residents! This will be a key voice in this process and one from whom you want support!
- Eliminate gateway landscaping and signage, unnecessary expense and very 1990s. I don't believe majority of existing buildings can be rehabed into something modern and attractive given their crawl space, utilitarian "double wide" construction. I think if total replacement can be considered it would open up a host of exciting opportunities! Also, keep parallel parking street layout, all the other ones would be nightmare to clean of snow in winter time and snowed-in/iced in parking would drive business away. I don't see a problem with the street closures. I live on Culbertson, feel free to close it too...I'd prefer the cul-de-sac and no speeding through traffic even though it would mean longer route out of the neighborhood for me. :D
- I am very excited about the changes to come and appreciate the email. I was out of town on 10/10 and am happy to be kept up to date - please continue the communications via email. As far as the plans, it is long overdue. I think we can make this area look nicer and function better. I do hope the number of bars are limited. I have friends who live in Royal Oak and the large number of bars and alcohol related incidents has been difficult.
- I see the concept of medians possibly causing issues with the middle school students. They don't like to cross at the light and will now dart out and stand on the median waiting to get across. Just one more accident waiting to happen.
- Adding more apartment / townhouses will create much more subdivision traffic, block all roads or none.

- I'm not sure there was a need for all these changes. There is hardly anything in this area to bring people here. We are not on the way to anything. We who live here don't need to live through a major change without a very good reason.
- As a 30 yr. resident, I feel this is a great subdivision to bring young families into our city, but the outward appearance is definitely a deterrent for a lot of people and plays into the bad rep for the sub
- I was disappointed that not more Brooklands residents did not show up to get an idea of what alternatives are available to their neighborhoods, both north and south of Auburn Road. (The complaints always come at the last minute)
- There is no comment or information on lighting. With increase of foot and car traffic, lighting should be another priority. Decorative lighting all along the road would help create a safe area for pedestrians and a memorable image when visiting.
- Continue to provide info to public on the Auburn Corridor Plan.
- Suggestion: call it the "Brooklands Sub". Add decorative, old-fashioned street lighting!
- Not happy with parking lot, right next to my house, value of my house will go down, have a hard time selling with parking lot next to house
- Get rid of party store it is very bad condition and bad traffic.
- As long as it doesn't mean that it will not affect my father's house at 2901 Harrison Ave. My father does not want to be forced out of his residence to make room for additional parking.
- Urge City to enforce existing codes & ordinance.
- I am very concerned as to the thought of my being evicted from the house I have lived in for 60 years. I have no intention of living anywhere else. I am 91 years old and I am in good health. I do not want to be forced out of my house.
- Uniform facades on businesses. 2. Multiple zoning options. 3. A good traffic control plan. I believe this plan would bring back a community atmosphere to the area - similar to 1950s-1970s.
- Too much favoritism to Johnny Black's - the restaurant is currently doing well but needs long term stability.
- Keep the public engaged--transparency. Get Shelby Twp engaged to convert east side of Dequindre.
- Road Commission left shortly after 4pm, we had many questions that we "the entire neighborhood" wanted answered.
- I like to see improvements as compared to Auburn Hills at Auburn and Squirrel Road.
- I like what was done in Auburn Hills around Squirrel Rd.
- bike shops and market (fresh fruit and veggies/farmer's market)
- something for kids. civic center.
- Money...? :(Do we bond to rebuild road.
- Love the Plans... Thank you for all your hard work and wanting to improve our area.
- Lots of greenery :)

Transportation Comments

- Please don't close Hessel. Hard to turn into from Dequindre. Please keep an eye on the car shop @ Auburn/Deq., cars being test driven speed through the neighborhood. Police the businesses.

- Leave Harrison open- most traffic is from the neighborhood.
- Leave Harrison open.
- Close Gerald to cut off traffic to Avon Woods and Avon Lakes.
- Install speed bumps or other speed deterrents in the neighborhood.
- I like the idea of closing off streets and am open to it, but I'm not sure it's "necessary". It would be helpful, in my view. I like the draft concept plan, with one major change: I prefer the "slip lane" parking concept, so I would recommend using that option. This would get vehicles off the main flow of Auburn traffic before dealing with parking a vehicle. I would also like to see a center left turn lane down the entire length of the proposal.
- I live on Harrison and I think closing off select streets is a great idea. I'm very excited to see this idea come to pass. :)
- I don't think it's necessary to close Harrison on either side. The plaza should be located within the neighborhood to prevent non-residents using the space.
- I do not want you to close streets just for parking for the restaurant / bar. I want access to my neighborhood! quit making everything for the BAR/RESTAURANT. I DONT WANT TRAFFIC SLOWED ON AUBURN. IT'S ALREADY BACKED UP AND MI DON'T WANT FURTHER DELAYS
- Concerned about safety of children and traffic backups.
- Something needs to be done about traffic backup from Dequindre.
- Lots of problems to still solve: added traffic from Pulte development across/by Barclay circle. Goddard school adding traffic and congestion. Don't want another Auburn Hills. Northville should be the model
- Lower speed limit to 25 or 30
- Closure of Northern Gerald to eliminate cut through traffic
- Would not suggest roundabout, drive to speed of traffic near walkable area, and residential area. Include in storm management more bioswales to manage runoff.
- Dequindre needs to be 5 lanes from 18 Mile to past Avon to ease traffic in this area. Doing this to Auburn Rd will slow and plug traffic even more. More thru lanes are need thru Auburn Rd and Deq area all the way to Mound Rd. This creates a worse bottle neck
- The most important thing is slower speeds and safe sidewalks. As it is now pedestrians are heavily discouraged. People passing on the shoulder makes it downright dangerous.
- Round bout at squirrel
- closing off streets would only cause more heavy traffic down other streets! buliding up this area is a waste of money did nothing to the " downtown auburn hills "! this would only cause more of a headache then anything! how about putthe money to better use and put speed bumps in brooklands sub! cars speeding up and down the streets kids cant even play in the front yard! not happy about where my taxes might be going!
- Adding a left turn lane to Auburn Road is all that is needed. Leave everything else as is regarding the streets. I am concerned about emergency vehicle access and additional traffic on other neighborhood streets if roads are closed.
- Close Dawes and Hessel- not just Hessel.
- I am VERY against closing off ANY streets in the neighborhood, especially Harrison, I feel that it really only benefits Public House and the danger of closing off any roads is that it will create more traffic on Dawes which is a major school bus route. There are tons and tons of kids that

use Dawes as their main street for transportation home from the school bus or to ride their bikes on to get to a friends house, my son being one of them, so I am VERY VERY against adding any traffic to Dawes!!

- Again, what concerns me the most is traffic in the neighborhood. I'm excited that the City wants to redo the area, however, more people equals more traffic on my residential street where my children play. We have a hard enough time with people disregarding stop signs and speeding through here.
- traffic is already a nightmare for me being i live on auburn rd.. this road is used as a thorough fare because of M59 being right there... i just dont see this solving that issue. updating and making the business look good im all for.. but adding medians so that you cant turn left doesnt make sense to me.. what is the solution as to how residents are to get home if they cant turn left on to there street? its going to create more headaches for the residents. i want the traffic issue fixed. this is a good start but along way from a solution.
- ENFORCE THE "NO PASSING" SIGN ON EASTBOUND AUBURN BETWEEN FRANSTON AND WEAVERTON
- one more meeting is needed focusing on the road changes!!
- Fix the road and leave everything else alone
- Enforce current laws and you will find better traffic flow and parking. Road closures will increase traffic thru Brooklands and Public House is bragging about outside dining (Yuck).
- If blocking off streets and adding street parking is the best you can do. Save the money for something else!
- I think it stinks - No crossing guards @ Reuther plus meridian increased traffic no care or concern for residents here.
- Further, specifically Gerald Ave to counteract the above, converting existing yield signs to stop signs. This could aid in the amount of speeding vehicles.
- Do not close roads 2. no parallel parking 3. make it look pretty if you want but remember everythign you do on Auburn Rd. affects us in the sub.
- Will there be a right turn lane at the school
- A right turn at Culbertson from Auburn
- Extend medians to Dequindre. The thing we are very concerned about is the cut through traffic in the area. We'd like to see all ideas to help control this if more business bring additional traffic to the area. If this is addressed, we are in full support of the plans.
- If this is put in to place I would suggest placing stop signs at all Brooklands E/W cross streets. Also the above mentioned added parking for the park to prevent people from parking on side streets to access the rear park accesses.
- If you close off certain streets, can you put speed bumps or some other deterrent, so that cars do not use the open streets as short cuts to speed thorough?
- Speed bumps to slow down the traffic that cuts through our neighborhoods. Similar to the ones installed on norton lawn and hickory lawn roads
- I live 3 houses away from Auburn on Harrison. The traffic (both cut through and parking) has doubled in the past few years. I would like to have the street closed, mainly for safety related issues.
- sidewalks, lights, widening, enforce snow plowing on corners as to not block vision of road, something to reduce congestion during busy hours on auburn rd

Rochester Hills Auburn Road Corridor Plan Appendix

Market Analysis Report

Introduction

Rochester Hills has long been a community serving populations in areas that stretch beyond its political boundaries. Rochester Hills is a growing community that has both nearby interstate access as well as a major trafficked corridors such as Auburn Road. It is a current and future employment generator for residents of the City, surrounding areas and Oakland County.

The following market analysis and strategic suggestions with respect to implementation for the Auburn Road study area in Rochester Hills was prepared by The Chesapeake Group, Inc. (TCG) under contract to LSL Planning.

The study identifies existing conditions, contains the analyses appropriate to describe economic opportunities, defines the opportunities shown to be sustainable, and, finally, provides the methods to move forward and seize these opportunities in the Auburn Road study area. The purposes and intent are to provide guidance for updating the area's plan and enhance economic development efforts.

Auburn Road's assets include underutilized and underdeveloped land, a reasonable number of well recognized food service establishments, new business investment, and limited first floor vacancies.

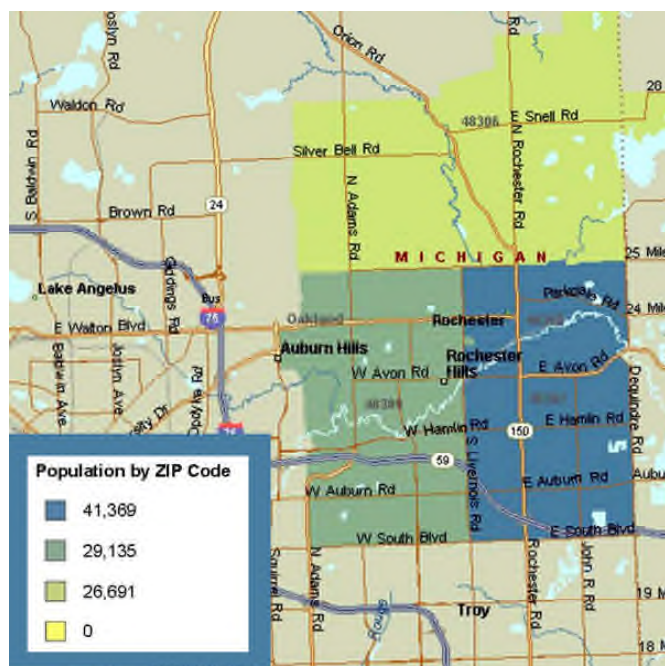
While these assets are critical to the past, present and future of Auburn Road in Rochester Hills; there are also some fundamental economic issues. These include relatively low achievable rent levels for commercial space that hinders reinvestment, dispersed pattern of building structures, and signs of disinvestment in non-residential spaces providing market uncertainty.

All of the estimates of potential that are defined in the analyses are conservative in nature and tend to understate the demand and economic opportunity. The estimates and suggested additional development are based on conservative assumptions and represent only The Chesapeake Group's opinion based on the conducted surveys, analyses and experiences of the organization.

At times in the document specific names of organizations and businesses are mentioned. This neither reflects any endorsement by The Chesapeake Group, LSL Planning, and Rochester Hills, or any expression of interest by the entities.

Thank You

The Chesapeake Group, Inc. is truly thankful to the staff support provided by the City of Rochester Hills. We would also like to thank those who were interviewed during the process and the more than 400 households that participated in the survey.



Context

There are demographic and other changes within the United States and Michigan that impact the current and future opportunities for Rochester Hills and the Auburn Road study area. These issues include the following:

Demographics.

- Birth and fertility rates have fallen to the lowest level in the history of the country.
- The marriage rates continue to decline and are also at the lowest level in the country's history.
- Michigan is continuing to lose its youth. Once finishing education at all levels, they often seek employment opportunities outside of the state. The pattern is more prevalent in northern areas but is a problem in Oakland County as well.
- The average age of residents continues to increase. "Baby Boomers" are seeking different housing options, shopping experiences and living environments than those associated with past generations of seniors.
- The two fastest growing components of the population - the Baby Boomer and the "Millennials" - are increasingly seeking and participating in passive and other recreational activity and new forms of entertainment.
- The young adult population relocates and shifts employment at a faster pace than any previous generation.
- As a result of fewer individuals having children at early stages of life, the large number of Baby Boomers past child rearing age, and increased wellness consciousness, the desire for walkable environments in which to live has increased and will continue to be a desirable lifestyle in the future.

Manufacturing and Technology.

Technological advances are dramatically changing the way goods are processed and assembled. Robotics and artificial intelligence are revolutionizing production and assemblage. Additive manufacturing (3D printing) is a breakthrough production technology enabling functional end-products or product features to be grown from materials such as conductive inks and metal powders in a layer-wise manner. The approach is inherently more efficient and flexible than subtractive manufacturing methods; the benefits are compelling in terms of reduced manufacturing and material costs, reduced process time, reduced environmental impact and improved product performance. New technology is reducing the demand for workers per unit produced.

The additive manufacturing coupled with new materials, artificial intelligence and robotics is resulting in manufacturing migrating toward locations that are close to markets or area reasonable distances from larger population centers.

Retail.

The face of retail is changing. The National Retail Federation predicts that in 2016, retail sales will grow by 3.1% overall, with online sales projected to grow 6 to 9%. The growth rate is expected to exceed the 10-year average of 2.7% growth. The International Data Corporation (IDC) estimates that 3.2 billion people, or 44% of the world's population, will have access to the Internet in 2016. Retailing Today, an online resource for the retail trade, discusses the impact of technology on the form of retail. They project that smart mobile devices will increasingly enable consumers to shop online anywhere and anytime.

Other technological innovations such as electronic payment, automatic checkouts, rapid delivery by drone, and virtual reality enhancements such as virtual showrooms and 3D display of merchandise will continue to change the shopping experience and drive future expansion and growth. Uber already brings vehicles to people without dispatchers.

On-demand production utilizing 3D printing and other noted technologies will change the basic retail fabric. Successful "bricks and mortar" retail is increasingly dependent upon merging shopping with a variety of forms of entertainment, creating places that people want to go to buy goods and services instead of having to go to bricks and mortar based areas.

Housing.

Associated with the noted demographic changes are changes in the housing market. Due to mobility of younger segments of the population and household fiscal and physical changes for an aging population, changes in ownership patterns, locations for living, and living environments have and will continue to occur. The size and types of housing desired are also impacted along with associated service needs. Smaller units, those where exterior maintenance is not the responsibility of the homeowner and rentals are and will be increasingly in demand.

Methodology

Auburn Road is within driving distance to population concentrations throughout the Detroit Metropolitan Area and beyond making it an attractive place to potentially live and operate a full range of businesses. To the west of the study area along Auburn is substantial shopping opportunities. To the east along Auburn Road in Shelby Township is commercial activity that can be characterized as older and shares many of the issues associated with the Rochester Hills section.

The challenge for the community moving forward is to recognize how the population and economy are changing and to set policies and take actions that expand activity and vibrancy of the study area section of Auburn Road. The market assessment developed is based on information gathered through a variety of means including:

- A review of secondary information, Independent research and proprietary computer modeling.
- Interviews with stakeholders.
- Cluster Analyses.
- A survey of residents of the Rochester Hills area.
- Demand Forecasting defining opportunities for various activity for the study area.

The assessment summary includes salient information and the definition of future opportunities that impact housing, office and technology driven industrial activity as well as retail goods and related services.

Resident Survey Review

More than 400 households interested in the future of the Auburn Road area responded to the survey. The survey indicates that:

- The average household spends about \$130 per week on groceries. More than four of ten households spend more than \$125.
- About 82% of the households frequent either Meijer, Kroger or Hollywood Market for grocery purchases. Meijer is in a dominant market position with 47% of the households.
- About two-thirds eat lunch or dinner outside the home at least as once per week. The majority of both lunch and dinner trips for food purchased or consumed at food service operations is made somewhere other than within the Auburn Road study area of Rochester Hills. Yet, Johnny Black's Public House is identified by 6.7% of the market as the preferred food service establishment for dinner which is the largest market share identified by respondents.

- Local non-chain food service establishments are the preference when eating dinner and lunch outside the home. (The study area has had significant recent investment by these types of operations.)
- About 43% of the households purchases fresh items from non-box or non-supermarket chains at least twice per month. Baked goods, meats, produce, and fruit are the products purchased by most in non-box or non-supermarket operations or settings.
- About one-third of all residents make apparel purchases at Kohl's.

*Table 1 - Primary Operation for Apparel Purchases**

Store	Percent
Kohl's	37.2%
Carson's	8.1%
Target	5.8%
Marshalls	3.8%
Nordstrom	3.8%
Macy's	3.5%
Online	3.2%

*Developed by The Chesapeake Group, Inc., 2016.

Auburn Road & Study Area Patron Characteristics and Opinions.

With respect to study area patrons:

- About six out of every ten households have someone who comes to Auburn Road in Rochester Hills at least once each week. About two-thirds comes for shopping or food service establishments.
- On the other hand, only about one-fourth of the households have someone who comes to the study area section of Auburn Road at least once per week. About one quarter of the households rarely or never come to the study area section of Auburn.
- The difference in the frequencies reflects the noted substantial concentration of retail along Auburn west of the study area.

*Table 2 - Frequency of Trip to Auburn and Study Area Section of Auburn Road**

Frequency of trips	Auburn Road Percent	Study Area Section of Auburn Percent
A few times/week	45.2%	14.5%
About once/week	13.9%	11.4%
About twice/month	10.8%	12.6%
Once/ month	8.4%	10.8%
4 to 9 times/year	7.4%	12.3%
Once or twice/year	7.7%	12.9%
Less often than once/year	6.5%	25.5%

*Developed by The Chesapeake Group, Inc., 2016.

- The most frequent users of the study area section of Auburn come from a smaller geographic area than those who come infrequently.

*Table 3 - Frequency of Trips to Study Area by Zip Code Areas**

Zip Code	Percent Who Come Once-Twice/Yr.	Percent Who Come 4 to 9 Times/Yr.	Percent About Once/Mon.	Percent About Twice/Mon.
48306	21.9%	2.9%	7.1%	80.6%
48307	53.1%	74.3%	64.3%	9.7%
48309	25.0%	22.9%	21.4%	9.7%
48317	0%	0%	7.1%	0%
All	100.0%	100.0%	100.0%	100.0%

*Developed by The Chesapeake Group, Inc., 2016.

- Generally, patrons come to the study area section of Auburn Road for shopping, food services or vehicle/machinery parts and services reflecting the tenant mix.
- Those who come most frequently are generally older than those who come less often. Almost three-fourths of those who come with the greatest frequency are over 55.

*Table 4 - Age of Patrons By frequency of Trip to Study Area**

Age	Percent Coming Once-Twice/Yr.	Percent Coming 9 Times/Yr.	Percent Coming About Once/Mon.	Percent Coming At Least Once/Week
25 to 34	9.7%	8.3%	12.5%	15.2%
35 to 44	32.3%	25.0%	16.7%	6.1%
45 to 54	35.5%	36.1%	33.3%	6.1%
55 or over	22.6%	30.6%	37.5%	72.7%

*Developed by The Chesapeake Group, Inc., 2016.

- For those who come frequently, the older the person the lower the average income.

*Table 5 - Age and Income of Most Frequent Patrons**

Age	Income	Percent
25 to 34	\$50,000 to \$74,999	33.3%
25 to 34	\$100,000 to \$149,999	33.3%
25 to 34	\$200,000 or more	33.3%
35 to 44	Less than \$10,000	4.8%
35 to 44	\$30,000 to \$49,999	19.0%
35 to 44	\$50,000 to \$74,999	14.3%
35 to 44	\$75,000 to \$99,999	19.0%
35 to 44	\$100,000 to \$149,999	23.8%
35 to 44	\$150,000 to \$199,999	4.8%
35 to 44	\$200,000 or more	14.3%
45 to 54	\$10,000 to \$14,999	8.3%
45 to 54	\$15,000 to \$19,999	8.3%
45 to 54	\$30,000 to \$49,999	8.3%
45 to 54	\$50,000 to \$74,999	25.0%
45 to 54	\$75,000 to \$99,999	8.3%
45 to 54	\$100,000 to \$149,999	25.0%
45 to 54	\$150,000 to \$199,999	16.7%
55 or over	\$10,000 to \$14,999	10.0%
55 or over	\$30,000 to \$49,999	20.0%
55 or over	\$50,000 to \$74,999	20.0%
55 or over	\$75,000 to \$99,999	20.0%
55 or over	\$100,000 to \$149,999	10.0%
55 or over	\$150,000 to \$199,999	20.0%

*Developed by The Chesapeake Group, Inc., 2016.

- The shopping options and shopping experience along Auburn Road does not fair well in the opinion of the respondents. More than one-half of all define the shopping options and experience along Auburn Road as being "poor" or "fair." On the other hand, they find the shopping options and experience elsewhere in Rochester Hills as being either "very good" or "excellent."

*Table 6 - Quality of Shopping Options and Experience Along Auburn Road and Rochester Hills**

Characteristic	1 Poor	2 Fair	3 Good	4 Very Good	5 Excellent	Total
Rochester Hills shopping options	0.7%	5.5%	27.3%	33.6%	32.8%	100.0%
Auburn Road corridor shopping options	25.6%	31.1%	27.8%	8.9%	6.7%	100.0%
Rochester Hills shopping experience	0.4%	6.3%	34.3%	33.9%	25.1%	100.0%
Auburn Road shopping experience	22.6%	29.7%	28.2%	12.0%	7.5%	100.0%

*Developed by The Chesapeake Group, Inc., 2016.

- In general, restaurant options, housing options, personal and professional services and walking experience are viewed favorably.

*Table 7 - Quality of Restaurants**

Characteristic	1 Poor	2 Fair	3 Good	4 Very Good	5 Excellent	Total
Restaurant options	5.2%	12.5%	28.0%	30.3%	24.0%	100.0%

*Developed by The Chesapeake Group, Inc., 2016.

*Table 8 - Quality of Housing Options, Availability of Personal & Professional Services & Walking Experience in Rochester Hills**

Characteristic	1 Poor	2 Fair	3 Good	4 Very Good	5 Excellent	Total
Housing Options	1.8%	12.2%	29.9%	32.5%	23.6%	100.0%
Availability of professional and personal services	0.7%	3.3%	22.8%	36.4%	36.8%	100.0%
Walking experiences that are safe, comfortable & interesting	8.2%	21.2%	21.6%	24.5%	24.5%	100.0%

*Developed by The Chesapeake Group, Inc., 2016.

*Table 9 - Activities, Businesses & Infrastructure Desired by Respondents**

Activities/Businesses	Percent
Bakery	1.6%
Café	1.8%
Dog Park	1.8%
Entertainment/Activities for Children	3.0%
Farmers' Market	2.8%
Grocery Store	2.5%
Improve Infrastructure	1.8%
Movie Theater	1.2%
Non-Chain Restaurants	1.4%
Outdoor Dining	1.2%
Parking	1.6%
Public Park	5.8%
Restaurants/Bars	16.4%
Sidewalks	2.1%
Walking/Biking Path	6.5%

*Developed by The Chesapeake Group, Inc., 2016.

- Table 9 includes activities, infrastructure and businesses people defined as those that they would like to see in the study area. (In some cases, the types of activity can be found in the Shelby Township adjacent section of Auburn Road.)

Analyses

Current & Future Overall Economy.

Cluster analyses were performed to identify economic gaps which could be served by Rochester Hills and if appropriate the study area section of Auburn Road. The analyses were performed at both the zip code and county levels to determine where Rochester Hills has a lesser number of businesses when compared to other zip code or county areas that have similar demographics and location and transportation factors. The following are clusters of business activity that generally do similar things or are interconnected in some way for which gaps have been identified that could be appropriate for the study area.

Retail. (Including Retail Bakeries, Wineries, Wholesale Trade Agents and Brokers, New Car Dealers, Boat Dealers, Motorcycle, ATV, and All Other Motor Vehicle Dealers, Furniture Stores, All Other Home Furnishings Stores, Household Appliance Stores, Electronics Stores, Home Centers, Paint and Wallpaper Stores, Hardware Stores, Other Building Material Dealers, Fruit and Vegetable Markets, Baked Goods Stores, Beer, Wine, and Liquor Stores, Pharmacies and Drug Stores, Cosmetics, Beauty Supplies, and Perfume Stores, Optical Goods Stores, Food (Health) Supplement Stores, All Other Health and Personal Care Stores, Gasoline Stations with Convenience Stores, Men's Clothing Stores, Women's Clothing Stores, Children's and Infants' Clothing Stores, Family Clothing Stores, Clothing Accessories Stores, Shoe Stores, Jewelry Stores, Sporting Goods Stores, Hobby, Toy, and Game Stores, Sewing, Needlework, and Piece Goods Stores, Book Stores, Office Supplies and Stationery Stores, Gift, Novelty, and Souvenir Stores, Pet and Pet Supplies Stores and All Other Miscellaneous Store Retailers.)

Communications & Production. (Including Motion Picture and Video Production, Teleproduction and Other Postproduction Services, Other Sound Recording Industries, Cable and Other Subscription Programming, Wireless Telecommunications Carriers except Satellite Telecommunications Resellers, All Other Telecommunications, Data Processing, Hosting, and Related Services, Internet Publishing and Broadcasting and Web Search Portals, All Other Information Services and Software and Other Prerecorded Compact Disc, Tape, and Record Reproducing.)

Finance, Insurance & Real Estate. (Including Commercial Banking, Savings Institutions, Credit Unions, All Other Non-depository Credit Intermediation, Mortgage and Nonmortgage Loan Brokers, Securities Brokerage, Miscellaneous Intermediation, Portfolio Management, Trust, Fiduciary, and Custody Activities, Miscellaneous Financial Investment Activities, Insurance Agencies and Brokerages, Claims Adjusting, All Other Insurance Related Activities, Offices of Real Estate Agents and Brokers, Nonresidential Property Managers and Offices of Real Estate Appraisers.)

Other Professional Services. (Including Offices of Lawyers, Offices of Certified Public Accountants, Tax Preparation Services, Architectural Services, Engineering Services, Drafting Services, Testing Laboratories, Interior Design Services, Graphic Design Services, Other Specialized Design Services, Custom Computer Programming Services, Computer Facilities Management Services, Human Resources Consulting Services, Marketing Consulting Services, Dental Laboratories, Other Management Consulting Services and Veterinary Services.)

Entertainment. (Including Theater Companies and Dinner Theaters, Other Spectator Sports, Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures, and All Other Amusement and Recreation Industries.)

Education. (Including Computer Training, Other Technical and Trade Schools, Fine Arts Schools, Sports and Recreation Instruction and Exam Preparation and Tutoring.)

Miscellaneous. (Including General Warehousing and Storage, Formal Wear and Costume Rental, Home Health Equipment Rental, All Other Consumer Goods Rental, General Rental Centers, Commercial and Industrial Machinery and Equipment Rental and Leasing Process, Physical Distribution, and Logistics Consulting Services, Direct Mail Advertising, Advertising Material Distribution Services, Photography Studios, Portrait, Commercial Photography, Translation and Interpretation Services, Employment Placement Agencies, Temporary Help Services, Telemarketing Bureaus and Other Contact Centers, Travel Agencies, Security Systems Services, Locksmiths, Landscaping Services, Carpet and Upholstery Cleaning Services, Child and Youth Services, Services for the Elderly and Persons with Disabilities, Other Individual and Family Services, Community Food Services, Other Community Housing Services, Hotels and Motels, Full-Service Restaurants, Barber Shops, Beauty Salons, Other Personal Care Services, Funeral Homes and Funeral Services, Dry cleaning and Laundry Services except Coin-Operated, and Pet Care Services except Veterinary.)

In addition, the following clusters have been identified that are unlikely to be accommodated in the corridor due to depth of property but whose location nearby could stimulate substantial employment benefiting contiguous residential areas.

Medical. (Including Offices of Physicians except Mental Health Specialists, Offices of Mental Health Specialists, Offices of Dentists, Offices of Chiropractors, Offices of Mental Health Practitioners (except Physicians), Offices of Physical, Occupational and Speech Therapists, and Audiologists, Offices of Podiatrists, Offices of All Other Miscellaneous Health Practitioners, Freestanding Ambulatory Surgical and Emergency Centers, All Other Outpatient Care Centers, Diagnostic Imaging Centers, Home Health Care Services, All Other Miscellaneous Ambulatory Health Care Services, General Medical and Surgical Hospitals, Specialty (except Psychiatric and Substance Abuse) Hospitals, Nursing Care Facilities/Skilled Nursing Facilities and Residential Intellectual and Developmental Disability Facilities.)

Manufacturing. (Including Ice Cream and Frozen Dessert Manufacturing, Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing, Perishable Prepared Food Manufacturing, Footwear Manufacturing, Wood Window and Door Manufacturing, Pharmaceutical Preparation Manufacturing, Custom Compounding of Purchased Resins, All Other Miscellaneous Chemical, Product and Preparation Manufacturing, Polystyrene Foam Product Manufacturing, Plastics Plumbing Fixture Manufacturing, All Other Plastics Product Manufacturing, Rubber Product Manufacturing for Mechanical Use, All Other Rubber Product Manufacturing, Glass Product Manufacturing Made of Purchased Glass, Metal Window and Door Manufacturing, Power Boiler and Heat Exchanger Manufacturing, Hardware Manufacturing, Other Fabricated Wire Product Manufacturing, Machine Shops, Precision Turned Product Manufacturing, Metal Heat Treating, Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers, Heating Equipment (except Warm Air Furnaces) Manufacturing, Heating Equipment (except Warm Air Furnaces) Manufacturing, Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing, Industrial Mold Manufacturing, Special Die and Tool, Die Set, Jig, and Fixture Manufacturing, Cutting Tool and Machine Tool Accessory Manufacturing, Rolling Mill and Other Metalworking Machinery Manufacturing, Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing, Elevator and Moving Stairway Manufacturing, Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals, Other Measuring and Controlling Device Manufacturing, Current-Carrying Wiring Device Manufacturing, Motor Vehicle Electrical and Electronic Equipment Manufacturing, Motor Vehicle Transmission and Power Train Parts Manufacturing, Motor Vehicle Seating and Interior Trim Manufacturing, Motor Vehicle Metal Stamping, Other Motor Vehicle Parts Manufacturing, Wood Office Furniture Manufacturing and Surgical Appliance and Supplies Manufacturing.)

Wholesaling. (Including Automobile and Other Motor Vehicle Merchant Wholesalers, Motor Vehicle Supplies and New Parts Merchant Wholesalers, Furniture Merchant Wholesalers, Home Furnishing Merchant Wholesalers, Roofing, Siding, and Insulation Material Merchant Wholesalers, Office Equipment Merchant Wholesalers, Computer and Computer Peripheral Equipment and Software Merchant Wholesalers, Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers, Other Electronic Parts and Equipment Merchant Wholesalers, Hardware Merchant Wholesalers, Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers, Farm and Garden Machinery and Equipment Merchant Wholesalers, Industrial Machinery and Equipment Merchant Wholesalers, Industrial Supplies Merchant Wholesalers, Industrial Supplies Merchant Wholesalers, Service Establishment Equipment and Supplies Merchant Wholesalers, Toy and Hobby Goods and Supplies Merchant Wholesalers, Printing and Writing Paper Merchant Wholesalers, Stationery and Office Supplies Merchant Wholesalers, Industrial and Personal Service Paper Merchant Wholesalers, Drugs and Druggists' Sundries Merchant Wholesalers, Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers, Men's and Boys' Clothing and Furnishings Merchant Wholesalers, Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers, General Line Grocery Merchant Wholesalers, Dairy Product (except Dried or Canned) Merchant Wholesalers, Plastics Materials and Basic Forms and Shapes Merchant Wholesalers, Other Chemical and Allied Products Merchant Wholesalers, Farm Supplies Merchant Wholesalers, Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers and Other Miscellaneous Nondurable Goods Merchant Wholesalers.)

Current & Future Housing Findings.

Rochester Hills has seen significant growth in housing in recent years. Since 2010, the City has issued about 100 new permits annually. With the exception of 2014, all have been single-family units. Prior to the Great Recession in the early 2000's during the housing boom in the country, Rochester Hills issued new housing unit permits ranging from a low of 173 to a high of 554 annually with the overwhelming majority of units permitted being single-family homes except for in the peak permit years of 2003 and 2004.

Based on historical patterns and the relatively constant rate of housing permits since the end of the Great Recession, Rochester Hills is expected to permit about 100 units per year for the foreseeable future.

The survey of residents indicates that there is now and will be changes in desired preferences for housing by residents of the area well into the foreseeable future. The overwhelming majority of households in all communities spend their incomes on three basic commodities. These are housing, food and transportation. The survey of area residents indicates:

- Roughly nine out of ten households own their homes (including those with mortgages).
- About 60% of all households have lived in their current home for at least ten years, with almost one-half of these living in their homes for at least 20 years.
- About one-fourth of the households have no monthly rent or mortgage. (This is generally a result of having paid off mortgages or living in extended family situations.)
- The average household spends roughly \$1,033/month on rent or mortgage payment, including those with no monthly payments.
- The average household spends roughly \$1,230/month on rent or mortgage payment, excluding those with no monthly payments.

*Table 10 - Tenure at Current Address**

Years	Percent
2 years or less	10.0%
3 to 4 years	13.2%
5 to 9 years	15.4%
10 to 19 years	33.6%
20 or more years	27.9%

*Developed by The Chesapeake Group, Inc., 2016.

*Table 11 - Monthly Mortgage or Rent Payments**

Payment	Percent
None	16.0%
Less than \$400/month	2.0%
\$400 to \$599/month	6.1%
\$600 to \$799/month	8.2%
\$800 to \$999/month	12.9%
\$1,000 to \$1,249/month	16.3%
\$1,250 to \$1,499/month	18.0%
\$1,500 to \$1,749/month	8.5%
\$1,750 to \$1,999/month	6.1%
\$2,000 to \$2,499/month	4.4%
\$2,500 to \$2,999/month	1.4%
\$3,000 or more/month	0.0%

*Developed by The Chesapeake Group, Inc., 2016.

- Many current residents are likely to move within the next five years for reasons ranging from household demographic changes to fiscal and physical issues. As few as one-fourth and as many as one-half of residents may move within a five years period.
- When moving, at least one-third of all household will seek a significantly different unit than that in which they currently reside, including small units.
- The average (mean) annual household income is \$118,200 in Rochester Hills . (The median income utilized by the Census Bureau does not accurately correlate to purchasing power and is substantially below this figure.)

*Table 12 - Size of the New Unit When a Move Is Made**

Size of New Unit	Percent
Larger	21.8%
Smaller	36.4%
Same	32.4%
Uncertain	9.5%

*Developed by The Chesapeake Group, Inc., 2016.

- 59% of those likely to move want a walkable environment for recreation, shopping and other activity.

The Auburn Road study area of Rochester Hills is a reasonable option for many of those area residents who desire to move at present and the foreseeable future that want walkability and a different scale unit.

- For market rate housing, the greatest potential for the study area is to meet the needs of those 45 to 64 with incomes generally split between those \$50,000 to \$75,000, \$75,000 to \$100,000 and \$100,000 and above.
- Based on historical permit pattern for Rochester Hills as well as the movement of existing households defined through the survey, the study area could add between 45 and 55 new market rate housing units between 2016 and 2026.
- The majority of the units are expected to rents or associated mortgage (and if applicable condominium) payments in the range of \$1,100 to \$1,250.

Table 13 - Share of New Units for Corridor by Rent/Mortgage Payments*

Share of units @ lowest end of rent/mortgage scale	Percent
\$800 -\$999	22.5%
\$1000-\$1249	27.5%
\$1250-\$1499	34.5%
1500-\$1650	15.5%
Total	100.0%

*Developed by The Chesapeake Group, Inc., 2016.

- There is no discernable housing demand for market rate units with less than two bedrooms. Seven out of ten units should have either two bedrooms and den or work space or three bedrooms.

Table 14 - Number of Bedrooms for New Units in Corridor*

Bedrooms	Percent
1	1.5%
2	27.0%
More than 2	71.4%
Total	100.0%

*Developed by The Chesapeake Group, Inc., 2016.

- For townhouse or other multi-story unit style housing, 50% of the units should have master bedrooms on first floors.

Projected Future Non-Retail Goods and Related Service Space.

As defined, new housing units are expected for Rochester Hills in general and for the study area corridor. Additional "roof tops" and households create additional demand for employment activity within the area. Based on current employment patterns, underutilized land and space in the study area, the emerging noted technology that provides opportunities for new "industrial" activity, and growing service needs of residents as a result of continued aging of the population, the study area is a good location from which to capture some proportion of additional demand. It is estimated that:

- 11,500 square feet of additional traditional professional and personal service office space could be marketable.
- Medical "urgent care services" or "outpatient" service space is likely to create demand for an additional 4,000 to 5,500 square feet of space.
- In addition and assuming that the study area can create incubator space opportunities for emerging technology driven activity such as 3D printing which will also occupy "office" space, 5,000 to 10,000 square feet of additional space could be added.

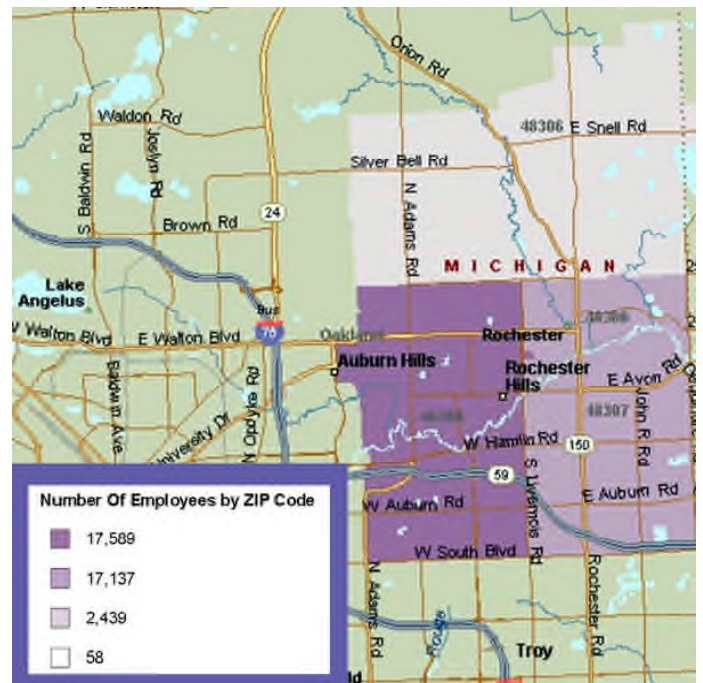


Table 15 - Office Space Potential In Auburn Road Study Area or Rochester Hills*

Space	Total to 2026
Traditional Office	11,500
Medical	4,000 to 5,500
Non-Traditional Industrial Activity	5,000 to 10,000
Combined Activity	20,500 to 27,000

*Developed by The Chesapeake Group, Inc., 2016.

Commercial Demand & Spending on Retail Goods & Related Services.

The forecasting of retail goods and related services space is based on the objective of meeting the needs of the current and future residents of the study area and surrounding areas as well as the ability to capture such space in the corridor without negatively impacting other businesses within Rochester Hills and the Auburn Road study and adjacent areas.

The forecasting of retail goods and related services space concluded:

- There are two markets served by area retail goods and related service activity. The first is the local market, generally residents of Rochester Hills and Shelby Township that reside in close proximity to the study area and some employees who work but do not live in either Rochester Hills or Shelby Township. The second is a market composed of those who come to the area from outside of the immediate area. These markets were confirmed by the survey of residents.
- Residents of the combined markets will generate or spend about \$125 million in sales for retail goods and related services in 2016. These sales go to establishments both within and outside of Rochester Hills, the County and even Michigan. It is estimated that these sales support more than 367,000 square feet of space at any and all locations.
- By 2026, the combined market area residents will spend roughly another \$2 million in sales based on growth. This will support an additional 6,000 square feet of space.
- The Auburn Road study area is expected to able to capture roughly 6,000 square feet of retail goods and related services space associated with the growth in the market as well as roughly 35,000 square feet from the current spending. The total of just over 40,000 square feet is in addition to the existing space in the study area and contiguous areas of Auburn Road in Shelby Township.

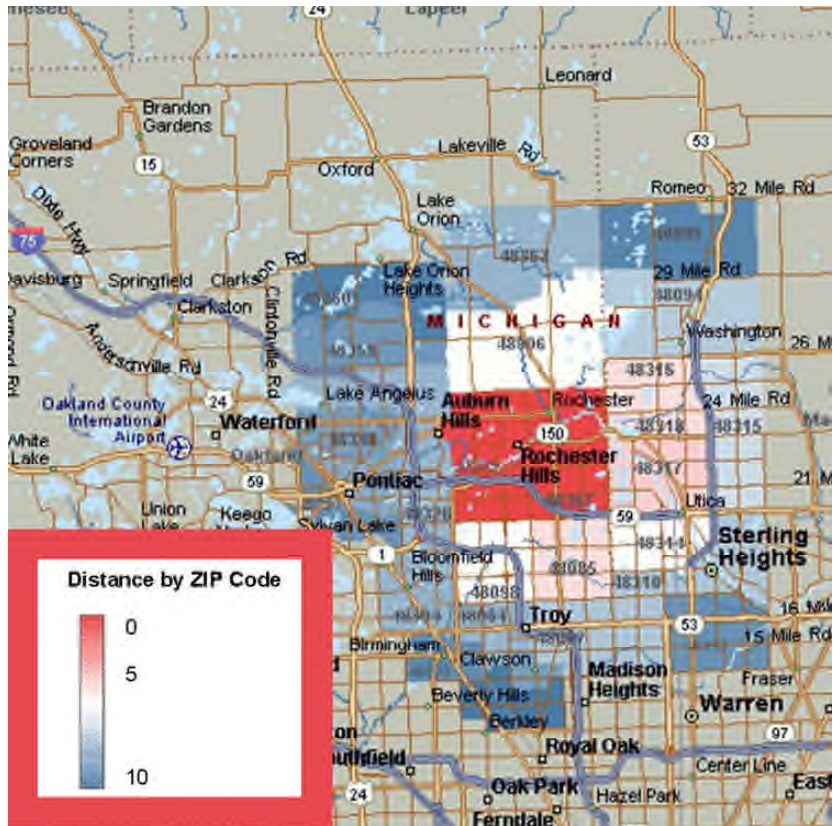


Table 16 - Generated Combined Market Retail Sales and Supportable Space (Space in Sq.Ft.)

Category	2016 Sales	2025 Sales	Sales Change 2016-25	2016 (Sq. Ft.)	2025 (Sq. Ft.)	Sq. Ft. Change 2016-25
Food	\$18,849,000	\$19,149,000	\$312,000	29,984	30,460	496
Eat/Drink	12,624,000	12,825,000	209,000	30,057	30,536	498
General Merchandise	9,124,000	9,270,000	151,000	54,154	55,020	897
Furniture	4,500,000	4,571,000	74,000	10,358	10,522	170
Transportation	22,586,000	22,945,000	374,000	74,023	75,199	1,226
Drugstore	8,587,000	8,724,000	142,000	8,345	8,478	138
Apparel	8,012,000	8,139,000	133,000	22,230	22,584	370
Hardware	11,862,000	12,050,000	196,000	48,337	49,103	799
Vehicle Service	16,286,000	16,545,000	270,000	39,648	40,279	657
Miscellaneous	12,562,000	12,761,000	208,000	50,167	50,963	830
TOTAL	\$124,992,000	\$126,979,000	\$2,069,000	367,303	373,144	6,081

*Developed by The Chesapeake Group, Inc., 2016.

The following represent potential opportunities for new operations or for expanded product lines for existing operations for the study area.

- | | |
|------------------------------------------------|-----------------------------------|
| Tire & Vehicle Parts Dealers | Food Service Contractors |
| Floor Covering Stores | Full-Service Restaurants |
| Nursery, Garden Center and Supply Stores | Limited-Service Restaurants |
| Pharmacies and Drug Stores | General Automotive Repair |
| Cosmetics, Beauty Supplies, and Perfume Stores | Reupholstery and Furniture Repair |
| Shoe Stores | Miscellaneous Personal Services |
| Specialty Grocery Store | |

Auburn Road Study Area Market Opportunities

(Not necessarily linked to physical holding capacity)

The following are the collective development opportunities identified for the Auburn Road study area.

Table 17 - Identified Auburn Road Study Area Market Opportunities*

Type of Activity	Units of Square Footage
New Housing Units	45 to 64
Office and Tech-driven "Industrial Space	20,500 to 27,000
Retail Goods and Related Services Space	41,000

*Developed by The Chesapeake Group, Inc., 2016.

There are two approaches that can be taken to the enhanced development of the study area section of Auburn Road based on the market opportunities. One is to develop a mixed-use corridor composed of retail, offices and residential. The other could be to focus on purposeful niche "branding" of the area such as a focus on an individual identified "gap" defined in the cluster analysis. The latter option is possible but could prove take longer and be more difficult to achieve returns within a five to ten year period.

Examples of Opportunities Linked to Sites

A fundamental issue in areas like Auburn Road where achievable rent levels at present are relatively low, property depth associated with the corridor is not great, corridor property abut residential to the rear and other factors often hinder the ability to generate investment necessary to secure opportunities. Success in such areas often requires "thinking out of the box" and with design and requirements that differs from surroundings and perhaps even elsewhere in the City.

To illustrate opportunities, two sites were selected to visualize the type of development that could occur. The two sites were selected for the following reasons.

- One is owned by Rochester Hills and the other is currently for sale.
- The primary or only structures on each are neither of historic or architectural significance nor unique.
- Both are located at an intersection.
- Each is likely to be capable of accommodating greater mass than currently or previously existed.
- The sites are not dissimilar to others in the study area.



The first site addressed is that which is municipally owned. Located at the intersection of Auburn Road and Emmons Avenue. The structure on the site is being demolished.

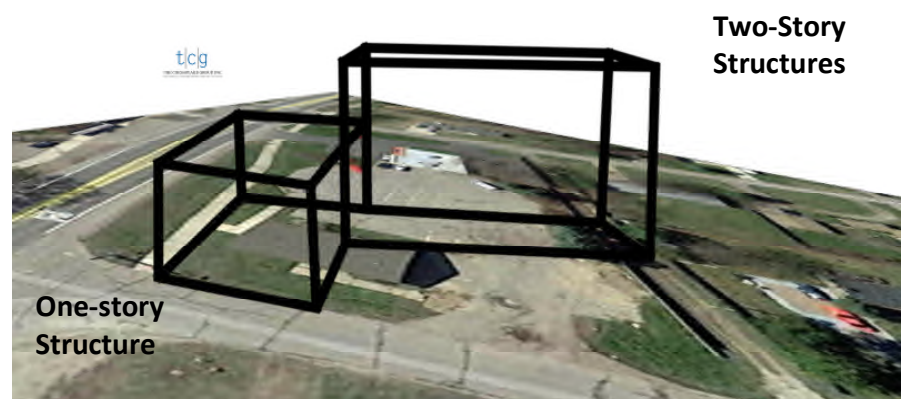
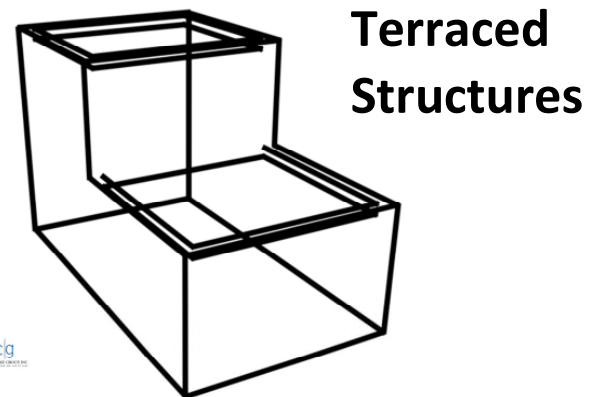
By intent, the western most portion of the site is not considered for redevelopment as it could be sold or leased to the adjacent property owner for expanded parking, recouping some immediate revenue to Rochester Hills.

The second site is the current party store whose owner has placed it for sale and is located at the intersection of Auburn Road and Longview Avenue.



For both sites and with due consideration to both rent levels and the desire for walkability, it is suggested that:

- Frontage of the commercial be along Auburn Road,
- New structures be placed close to the property line on Auburn Road adjacent to sidewalks and proposed street improvements.
- Street level activity be either retail or office and be one story.
- Deliveries and drive in activity be located on the side of the structure.
- Additional structures or additional levels of development within one structure be built in a terraced situation to the rear of the structure facing either the side of the structure or residential properties to the north, negating the need for first floor space to bear added construction costs and associated rents.
- New development would include about a 50% increase in commercial space over and above what existed on the site before.
- Non-Auburn Road frontage structures would be two-stories taking a duplex or semi-detached form.
- Non-Auburn Road structures could house additional retail, office or tech-driven industry space or housing.
- To facilitate a transition from the residential neighbors to the north, the facades should be compatible with residential activity even if use differs.
- The sites could support relocation of existing non-retail activity along the corridor freeing other sites for more intensive development while facilitating the continued operation of the viable non-retail in the study area.
- The two-story structures could be buffered from other activity on the site in a number of ways if desired. The cost effective means could include fencing, landscaping, fencing and landscaping or unique design elements as in the examples that follow. Design could take advantage of views from various directions based on the added height of the structures through the use of balconies and other mechanisms.



- Limited parking for units could be accommodated within the structure design or shared with other activity on the site.



Economic Opportunity Policy Issues

There are six potential objectives that that could be accomplished through the pursuit of the economic opportunities for the Auburn Road study area of Rochester Hills.

1. Hold current residents within the Auburn Road contiguous communities as they age, both Baby Boomers and young adults who grew up in the community.
2. Expand available services affording the opportunity to walk to those services.
3. Provide for employment activity that meets the needs of current and future residents.
4. Capture growth opportunities that will enhance short and long-term viability of the community.
5. Create enhanced walkability and synergy within the study area.

To achieve these objectives, the land use/development pattern and processes should:

- Work in a cooperative manner with Shelby Township to create one common image and functioning economic unit along the contiguous sections of Auburn Road.
- Expand the opportunity for development of technology driven space and housing.
- Seek partnerships to secure opportunities or recruit interests that further quality development.
- Require private sector investment to match public sector investment in infrastructure.

Further brief explanations of potential implementation activity follows.

Public Private Partnerships.

Public-private partnerships as well as private sector partnerships are essential to achieve objectives. Public-private and private-private partnerships will be essential to overcome specific issues including potentially site development that ensures existing businesses can relocate either permanently or on a temporary basis. Public involvement in parking and lighting through lease arrangements may be necessary to allow for some short-term Return-On-Investment (ROI) in order to focus on long-term ROI or simply to provide capital to finance private development.

Regulations to Support Tech Driven Business and Housing Options.

New regulations will be required to create unique settings with modifications to parking requirements, setbacks, etc. Potentially an overlay district or small site PUDs may be necessary. These regulations must be carefully developed to achieve objectives but not be onerous to ROI and processes. Housing regulations must accommodate development on commercial sites with potentially shared parking as residential peak times and commercial peak times are likely to differ.

Recruitment.

Two forms of recruitment maybe essential to seize the range of opportunities. These are investor/developer and tenant recruitment.

It may well be that additional interests need to be attracted to Auburn Road to accomplish the objectives for specific sites. In many cases, developer recruitment will be more cost-effective and less time-consuming than individual tenant recruitment. Redevelopment of some parcels and development of other parcels may require partnerships between the current owners and others, someone to buy the property, and/or other investors to bring it to fruition. This maybe necessary for many reasons including insufficient interests by current property owners, insufficient fiscal capacity, and inexperience. Recruiting other local and outside interests can result in purchase agreements, shared development of property with dual equity positions and other arrangements.

The need for and level of “pre-screening” potential contacts for any recruitment is a fundamental issue in the process. Consideration must be given to the available data bases, the cost-effectiveness of the “pre-screening,” and the likelihood of success with obtaining accurate information from a “pre-screening” process. Generation of the initial list of developers essentially involves pre-qualification as the developers sought should have experience doing similar projects as well as appropriate fiscal capacity. Thus, the research involves identifying developers through their projects. The most appropriate ways of doing this for non-local interests are through:

- Contact with professional organizations that track creative development.
- Tapping libraries associated with professional organizations that deal with unique situations like the American Planning Association.
- Review of focused development publications.
- Internet research based on articles about desired types of efforts from around the country and world.

Matching Public & Private Investment.

Previous investment in added infrastructure in the Auburn Road area was perceived as a disappointment to some of the property owners and tenants. The previous experience as reported involved private interests investing money in amenities that was perceived as being unmatched by the public sector. This is somewhat unique as generally the public sector often invests money without seeing a similar investment by the private sector.

All indications are that the public sector would like to facilitate enhancement of the area through added investment in infrastructure. Assuming that this assumption is correct or that at some point in time such an investment is likely to be made, matching investment in buildings, operations, and other capital by the private sector will be required to create a return to both the public and private sectors. It is suggested that a dollar for dollar match (each dollar in public sector infrastructure is matched by a dollar in the private sector "infrastructure") or another leverage formula be set or required in order to achieve objectives and ROI for all. If public sector dollars are the only dollars spent, enhanced activity will not occur. The reverse is also true.